

„The New University Management Reform” Gödöllő, 2011

HRM under changes at Hungarian public universities

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Breakthrough

Effectiveness

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Content

- About the presentation
- Challenges
- HR Solutions
- Conclusions

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About the presentation

Purpose

To provide insights into the evolution and modernisation of human resource policy, practice, and priorities in Hungarian state universities

Purpose

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Hypothesis

Four items

- The HR practices of Hungarian universities is less up-to-date
- Roles and function of HR department is administrative oriented
- Recent changes require more up-to-date HR practices
- Private sector solutions can be adapted to specific requirements of the universities

Testing A Hypothesis

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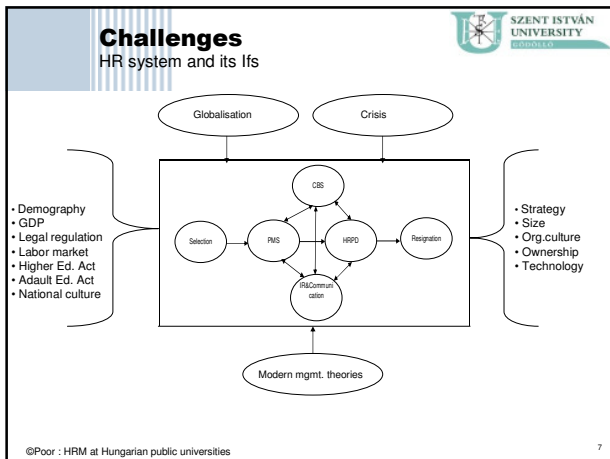
Survey

Empirical experiences

| Nr | University |
|----|------------------------------------|
| 1 | Budapest Polytechnical College |
| 2 | Corvinus University of Budapest |
| 3 | University of Debrecen |
| 4 | Eötvös Loránd University, Budapest |
| 5 | Szent István University, Gödöllő |
| 6 | Széchenyi István University, Győr |
| 7 | University of Miskolc |
| 8 | University of West-Hungary, Sopron |
| 9 | University of Pécs |
| 10 | University of Szeged |
| 11 | University of Pannonia, Veszprém |

- Survey with 11 universities in 2008
- Management training at Corvinus University
- HR projects at a Hungarian university in 2009 and 2010

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Challenges

Old HR paradigm before the global crisis

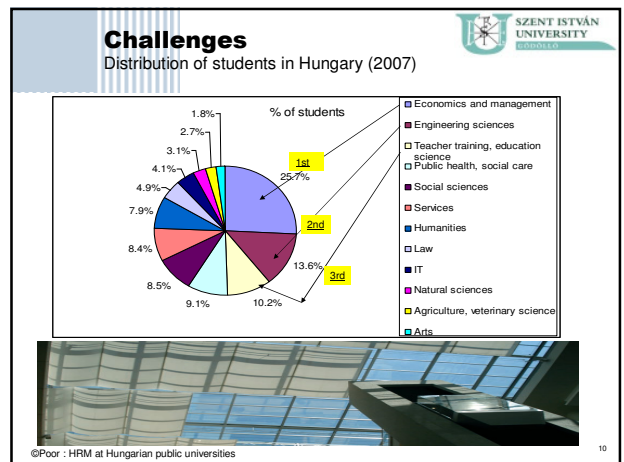
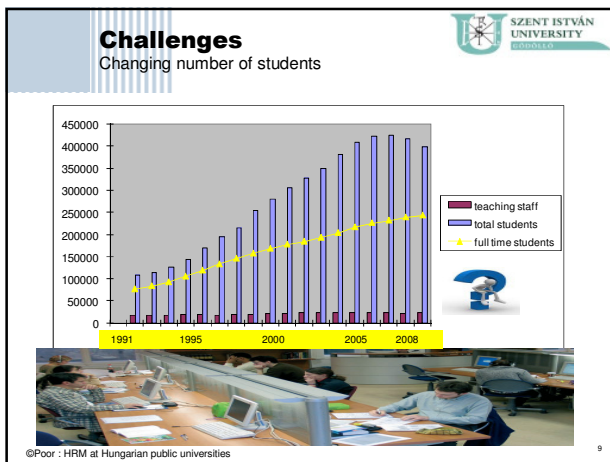
Easy access to

- technology
- land
- financial sources

Differentiating factors

- HR resources and knowledge
- People development & management

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Challenges

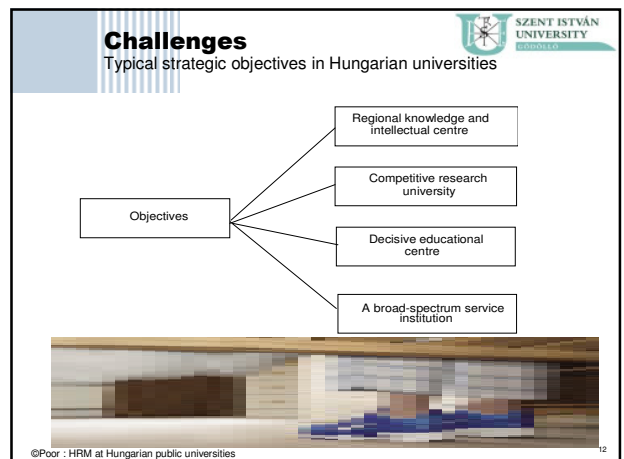
Organizational-operational characteristics of a university

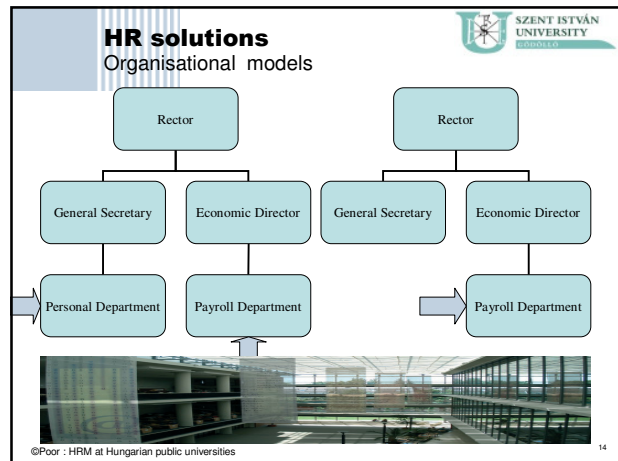
| Operational characteristics of university | |
|--|---|
| Traditional | New |
| <ul style="list-style-type: none"> elite education higher education decade-old routines budgetary institution hierarchical organization organizational interest public servant status | <ul style="list-style-type: none"> mass production labor market needs practicable knowledge increase of own revenues flexible reaction individual interest assertion performance orientation |

„Education through science”
Alexander Humboldt

The Bologna Process is a European reform process aiming at establishing a European Higher Education Area by 2010

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HR solutions

Case: HR strategy plan 2009 and 2010

| Action plans | Projects | 2009 | 2010 |
|-----------------------------------|--|------|------|
| 1. Higher best people | 1.1. Preparation of Good Employer brand 1.2. Survey PhD schools needs 1.3. Development of Resourcing | | |
| 2. People development | 2.1. Management Development Programs 2.2. Talent Development Programs 2.3. General People Development Programs | | |
| 3. PMS | 3.1. PMS handbook 3.2. Implementation of PMS | | |
| 4. Development of recreation | 4.1. Survey recreation needs 4.2. Recreation development plan | | |
| 5. Knowledge sharing | 5.1. Survey of knowledge sharing needs 5.2. Develop KS forum | | |
| 6. HR IT infrastructure | 6.1. NEKON HRMS 6.2. HR portal | | |
| 7. Development of HR organisation | 7.1. Development HR professionals 7.2. Integration of HR processes 7.3. Employee satisfaction survey | | |

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HR solutions

Two different labour markets

Teaching and research staff

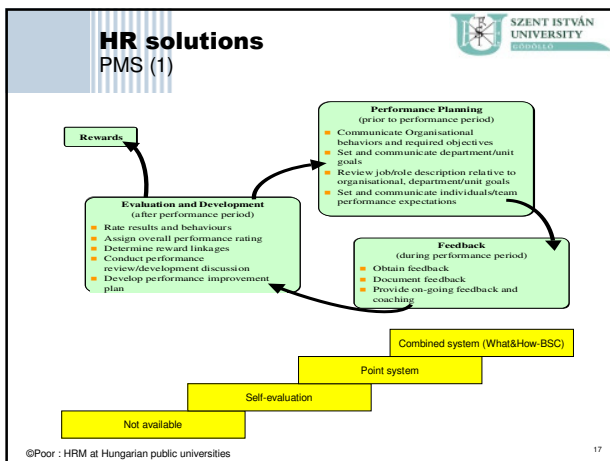
Admin and technical staff

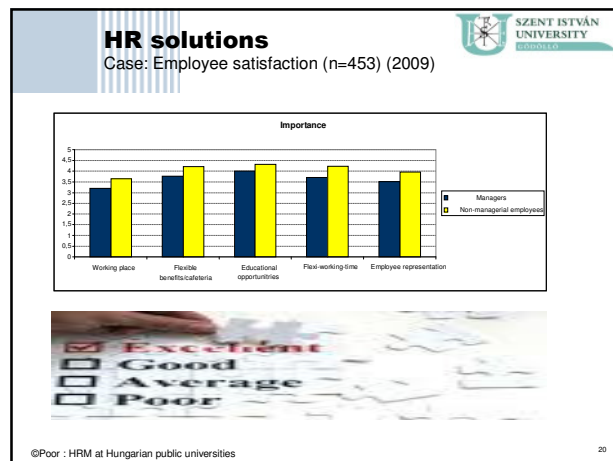
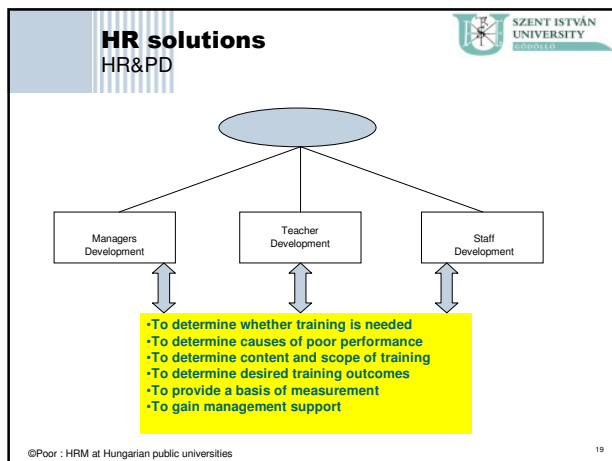
National Selection Web-Site

| Selection methods | Management | | | Professional staff | | | Manual staff | | |
|-----------------------|------------|----|--------------|--------------------|----|--------------|--------------|----|--------------|
| | Hungary | EU | All surveyed | Hungary | EU | All surveyed | Hungary | EU | All surveyed |
| Interview panel | 70 | 48 | 63 | 62 | 41 | 64 | 31 | 17 | 25 |
| One-to-one interviews | 52 | 57 | 56 | 41 | 64 | 60 | 38 | 51 | 54 |
| Applications forms | 19 | 30 | 43 | 19 | 37 | 49 | 19 | 40 | 47 |
| Psychometric tests | 25 | 25 | 35 | 20 | 10 | 25 | 8 | 6 | 8 |
| Assessment centre | 11 | 12 | 19 | 5 | 6 | 10 | 0 | 1 | 2 |
| Groupwork | 14 | 3 | 4 | 6 | 3 | 2 | 1 | 1 | 1 |
| References | 52 | 46 | 61 | 20 | 41 | 38 | 6 | 24 | 40 |

Source: Cranet

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Conclusions

Statement validity

| No | Statements | Validity | | |
|----|--|-----------|--------------|-------------|
| | | Not valid | Partly valid | Fully valid |
| 1 | The HR practices of Hungarian universities is less up-to-date | | ✓ | |
| 2 | Roles and function of HR department is administrative oriented | | | ✓ |
| 3 | Recent changes require more up-to-date HR practices | | ✓ | |
| 4 | Private sector solutions can be adapted to specific requirements of the universities | | ✓ | |

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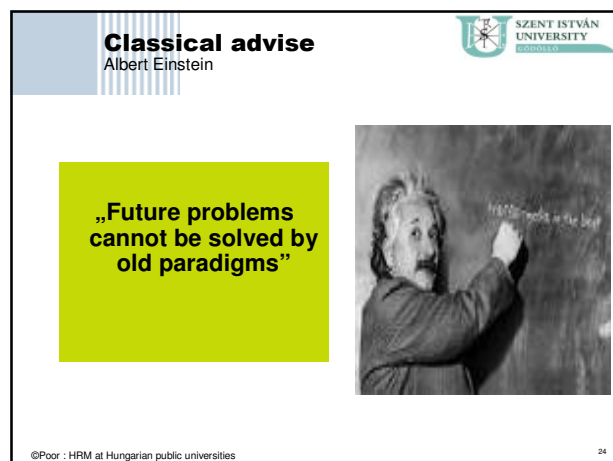
Conclusions

Possible development actions

| No | HR functions | Typical level in institutions examined | | | | | Examples of Good Practice |
|----|--------------------------------|--|---|---|---|---|--|
| | | 1 | 2 | 3 | 4 | 5 | |
| 1 | HR strategy | | | ● | | | Common HR strategy |
| 2 | Labor force planning | | ● | | | | Action oriented personnel planning |
| 3 | Selection-recruitment | | | ● | | | Variation, Selection Board, new selection techniques |
| 4 | PE | | ● | | | | Combined assessment |
| 5 | Personnel development | | | ● | | | Internal HR development (e.g. management training, etc.) |
| 6 | Career and succession planning | | ● | | | | Promotion system for teachers, researchers and non-teachers |
| 7 | Remuneration | | | ● | | | Shift towards flexible solutions, job evaluation |
| 8 | HR administration | | | ● | | | Coordinated system development, SAP, intrauniversity solutions |
| 9 | Organizational model | | | ● | | | Strategic level HR organization |
| 10 | HR role | | ● | | | | Exceeding administrative role e.g. CH and consultancy |

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- ## Limitations and future thoughts
- Limitations:
 - Research in 2008
 - Only one project at a Hungarian University
 - Future plans
 - New empirical research
 - International cooperation
 - Other HR assignments
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**Thank you for
your attention!**

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